

Leadership Alignment Assessment



August 2005

— ***Army Enterprise Integration Oversight Office, CIO/G-6*** —→

Purpose



- The purpose of this template is to provide a sample of the information gathered and analyzed from the Leadership Alignment Interviews.



Introduction

- Leadership commitment and action is the #1 critical success factor. *
- This assessment on the degree of alignment at the leadership level combines information gathered in confidential one-on-one interviews with steering committee members and others identified by them (30+ were held in all).
- The findings in this report appear as quotes. Each quote used is representative.
- One-off comments, while important at the individual level, do not factor in to this report.
- If available, the team seized the opportunity to solicit opinion on other implementation issues and potential opportunities at the interviews.
- As the interviews focused on people's concerns, the findings lean towards a more negative perspective.

* **Source:** The American Marketing Association (AMA) survey into change management among Fortune 500 Companies.

Findings and Conclusions

After analysis of the interviews, the results fall into 5 interrelated categories:

- Executive Awareness and Consensus
- The [Program Name] Steering Committee
- Cultural Issues
- Top Management's Role and Involvement
- Implementation Concerns

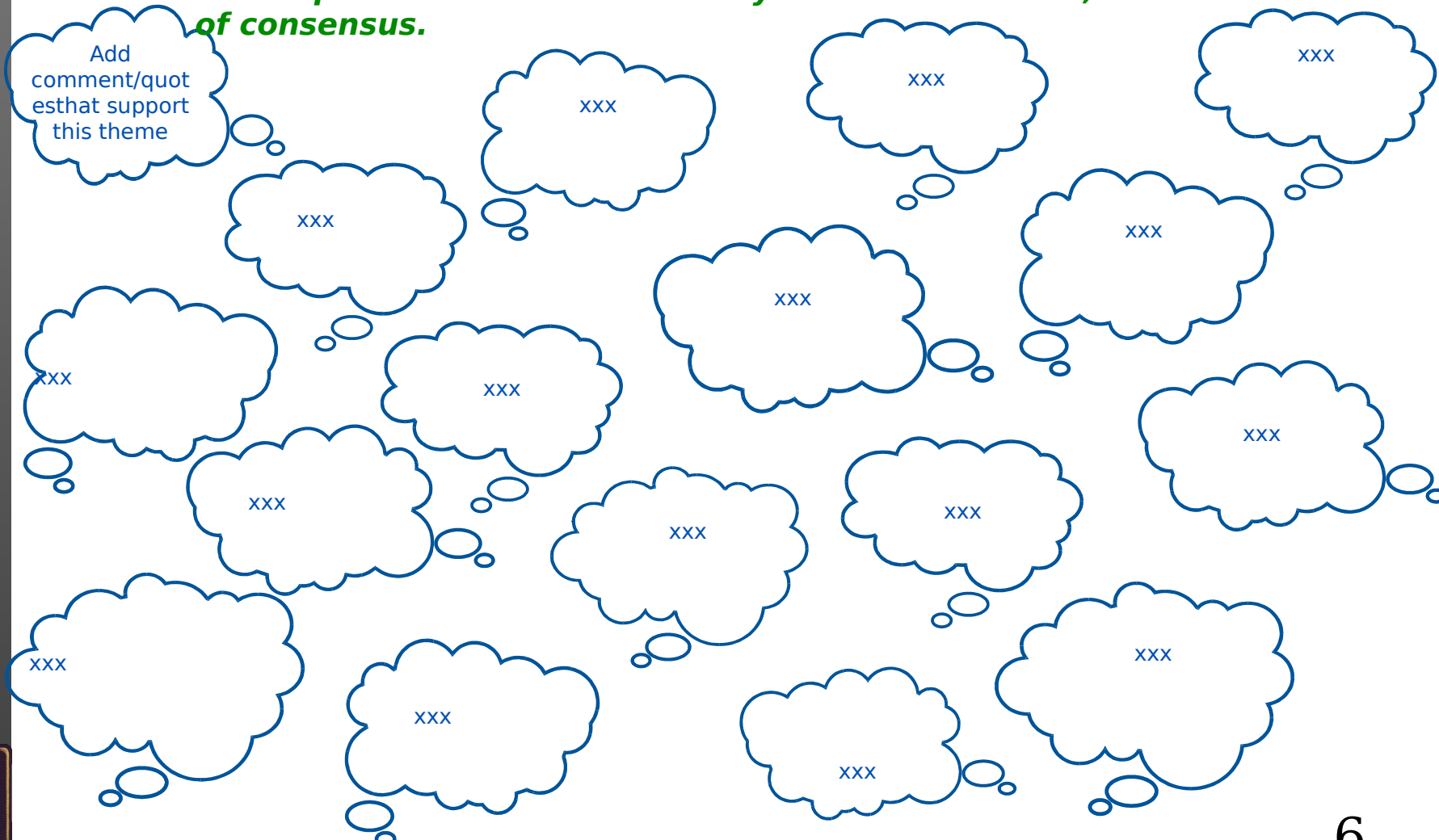
While about 50% of those interviewed needed more information on Enterprise Resource Planning (ERP) and [Program Name] to have a strong opinion, there is enough evidence to suggest additional action steps are necessary to ensure a successful implementation.

Findings and Conclusions

While the following quotes suggest an unacceptably high level of risk because of the lack of consensus and alignment, [Organization ABC]'s current profile fits with the majority of companies at this stage of an ERP implementation. It will be the actions taken by [Program Name's] leadership team, steering committee, and the top level sponsors to align the organization and develop the necessary consensus that will position [Organization ABC] to succeed in implementing [Program Name's] solution.

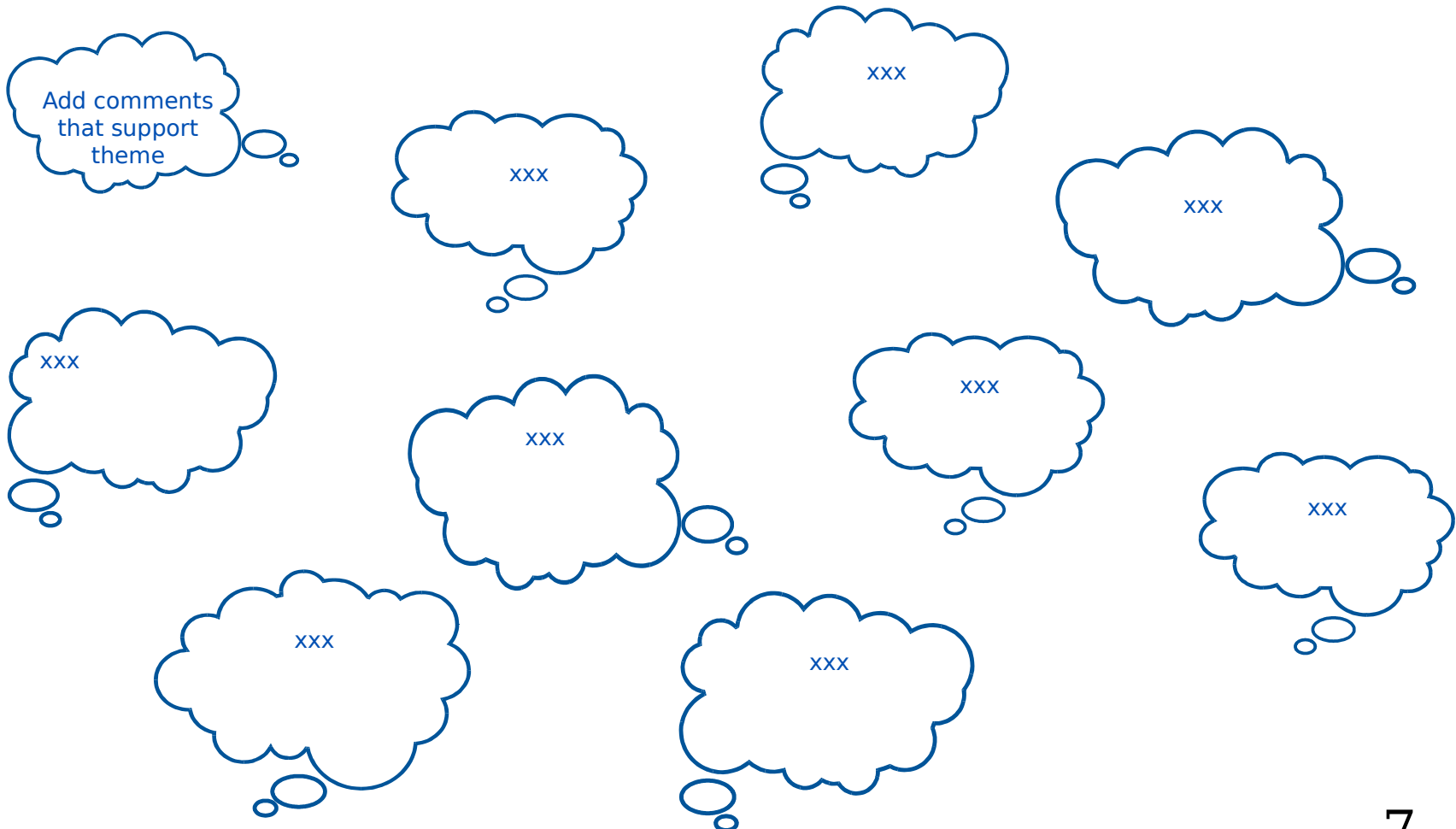
Common Theme (Executive Awareness and Consensus)

Overall, awareness of what [Program Name] is and the nature of an ERP Implementation is not widely understood. Also, there is a lack of consensus.



Add a Slide for Each Theme

Give a high level definition of the theme



Initial Actions and Next Steps

Next steps:

- Review findings with [Executive Sponsor].
- Work with [Sponsor and Program Team Leadership] to develop recommendations or a plan of action to build on the strengths and realign key leaders where needed.*

***Sample Recommendations on the following slides**

Recommendations

Maintaining & Building Consensus:

1. Ensure continuity of formal and informal contact between [Program Name]'s leadership and the Steering Committee membership on a regular basis.
 - A program of 1-on-1 lunches involving all members of the leadership team and area managers.
 - Schedule bi-weekly 'discovery' sessions between individual Steering Committee members, the functional teams and team members.
2. Develop and update a high level enterprise model of the [Program Name] solution, identifying key areas of change and organizational impact.

Who	When
Program Leadership Team	Ongoing
Change Mgmt.	Date

Recommendations (cont'd)

3. Conduct a one-day 'Insight' session focusing on design and implementation, inviting the Program Team.
4. Conduct a ½ day implementation planning session for the Steering Committee involving the [Program Name] leadership and members of the Program Team.
5. Develop an ongoing communications program for delivery to individual business unit senior management by members of the Steering Committee and their respective Program Team members.
6. Develop a comprehensive, radical and tight-timelined system elimination strategy.

Who	When
Change Mgmt.	1
[Program Name] Leadership	Date
Program Team	Date
[Program Name] Leadership	Date

Recommendations (cont'd)

The Steering Committee:

7. The week prior to the Steering Committee, the [Program Name] leadership team should meet to define areas for committee validation to reinforce a positive perception of leadership consensus.
8. All 'tactical' decisions to be taken by the [Program Name] leadership team.
9. Give the steering committee a minimum of 5 working days notice for key decisions to be made (whenever possible).

Who	When
Program Leadership Team	Ongoing
[Program Name] Leadership	Ongoing
Program Leadership Team	Ongoing